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the river traffic: 1871, 770,000; 1885, 534,000 tons; 1895, 303,000 tons; 1905, 80,000 tons. This decline has been due principally to three causes. (1) rail and lake competition, (2) natural obstructions to river navigation—ice, shifting channels, changing water levels, etc., (3) lack of administrative organization in the river transportation business. Railway costs have rapidly decreased while the river costs have not. Consequently western products, finding their natural markets in eastern coast cities, or in Europe, have been gradually turned from the round-about Mississippi route to the more direct rail, or lake and canal route.

So much for a general survey of Professor Dixon's monograph. As to an estimate of its importance, it presents clearly and concisely the salient facts of the history of transportation on the Mississippi River system, and it brings together valuable data which before had been scattered and unavailable to the student of transportation matters. The statistics presented, the author recognizes, are fragmentary and only suggestive of what actually took place. However, they are perhaps the best that could be secured, and they serve very well to indicate the general course of transportation changes upon the Mississippi. The monograph should have considerable influence on current discussions of internal waterway improvements.

JOHN BAUER.

Cornell University.

*An Historical Review of Waterways and Canal Construction in New York State.* By HENRY WAYLAND HILL, and

*Canal Enlargement in New York State.* Papers on the Barge Canal Campaign and Related Topics. Buffalo Historical Society Publications, vols. xii and xiii. (Buffalo, N. Y.: Buffalo Historical Society, 1908 and 1909. Pp. xiv, 549; xvii, 446.)

These two excellent pieces of book-making are clearly intended to educate public opinion to a more vigorous advocacy of waterway improvement in New York State. The first of them is written by one who has been prominently identified with the canal enlargement

project from the beginning. Mr. Hill was largely responsible for the constitutional amendment in the convention of 1894 which authorized improvement, and in his service in the Assembly from 1896 to 1900, and in the Senate since that time, he has been a leader in the fight for waterway expansion.

The volume which he has produced is an intimate, personal, and detailed history of waterways and of canal construction and operation in the State from the Dutch settlements down to the present time. Contemporary documents and correspondence are heavily drawn upon, and provide for the non-New Yorker the most interesting portion of the volume. A good map of the canal system is inserted, and two of Mr. Hill's speeches on canal improvement appear in an appendix.

As a collection of historical material chronologically and systematically arranged, the book has much value to students of transportation, but the ardor with which the cause of waterways is advocated makes the generalizations from the facts of little worth. To argue as the author does (p. 315), for the enlargement of the Erie and Champlain Canals because European countries have spent millions on their waterways, because the United States is building the Panama Canal, and because Chicago has built the Drainage Canal, is to exhibit a lack of discrimination which is unfortunately not uncommon among waterway enthusiasts. Without a careful classification of waterways, and without due consideration of the various purposes which have led to their construction, all such arguments from analogy are worthless. In the same way, the author fails altogether to distinguish between conditions today, and those which prevailed fifty or seventy-five years ago. No one would deny that the Erie Canal was of enormous value to the State in an early day, but this by no means, proves that its enlargement would bring about the same beneficial results at the present time. Assertions are made concerning other states and other countries as to the economic value of canals and the serious consequences of their abandonment or of their absorption by the railroads, which are not sustained by the facts.

The second volume, intended as a supplement to that of Senator Hill, is a collection of papers and correspondence, largely from manuscript material, and much of it of great historical interest. It includes among other documents, papers relating to canal

enlargement, reminiscences of Erie Canal surveys, and mementos of its opening, accounts of the early forwarding trade, and the second report of the Western Inland Lock Navigation Company dated 1798. Among the illustrations may be noted one of the harbor of Buffalo in 1827, from a sketch by Captain Hall of the British Navy.

A third volume of the series is in press, and is to contain early correspondence relative to canal construction in Western New York, drawn chiefly from the collection of the Holland Land Company papers owned by the Buffalo Historical Society.

FRANK HAIGH DIXON.

Dartmouth College.

*Organization, Correspondence, Transportation.* (Modern Business II.) By LEE GALLOWAY, Assistant Professor of Commerce and Industry in the New York University School of Commerce; GEORGE BURTON HOTCHKISS, Instructor in English in the New York University School of Commerce; and JAMES MAJOR, Professor of Political Economy in the University of Toronto. (Chicago: De Bower-Elliott Company, 1910. Pp. xix, 494.)

This book is the second in the series of twelve volumes entitled "Modern Business" edited by Professor Joseph French Johnson for the Alexander Hamilton Institute, New York City. The series is designed as a basis for a two-years reading and consulting course in accounts, finance, and business management offered by that institution.

As indicated by the title, the present volume is divided into three parts, Part I. on "Business Organization," by Professor Galloway, comprising half of the whole. In this part the author sets forth the historical development and present status of modern business organization. In less than forty pages, he covers the development of industry from the family system to the complex system of today and emphasizes specialization as the red thread that runs throughout the process. The general organization of industrial society is continued through several chapters, in which the distinguishing